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ABSTRACT

The proceedings of a conference designed to promote local planning and implementation of energy programs are summarized. The objectives of the program were to: (1) create a consciousness for local energy planning; (2) provide frameworks, tools, and techniques for local energy planning; and (3) define and clarify energy goals for the implementation of energy activities in the areas of conservation, renewable resources, and policy. Papers in part one describe six different national, regional, and local energy organizations. Part two focuses on the process for action and includes speeches on local energy planning, group process, and a Maryland case study. The next part explains how to use minority businesses, census data, film, people, public relations, and video to build success. Six case studies from five states are summarized in part four. A bibliography and list of participants are included. (Author/DC)

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Community Energy Planning: A Local Solution

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COMMUNITY ENERGY PLANNING: A LOCAL SOLUTION
November 11-13, 1980
Windsor Locks, CT

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- *Dorothy Anderson, Planning, NH*
- *Anne Rideout, Extension, CT*
- *Dan Delurey, State Government, NY*
  Karl Bittenbender, MA
- *Viewing video on energy*

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  Guy Burns; Sid Cleveland; NACo,
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INTRODUCTION

Marian S. Feeney
Program Leader
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Local energy planning can become a source of civic pride. It has already for people in such cities as Portland, Oregon where the city government, churches, neighborhood organizations and social groups have worked together and continue to influence consumer energy attitudes and behaviors. People there are building a political constituency for conservation. A new community energy ethic, not just a new law, is coming into place.

With this energy workshop the Northeast Public Policy Sub-committee on Energy hoped to:

- Create a consciousness for local energy planning
- Provide frameworks, tools and techniques for local energy planning
- Define and clarify energy goals for the implementation of energy activities in the areas of conservation, renewable resources and policy.

Community energy planning helps evaluate present energy delivery and use patterns which assist in determining short and long-term goals and policies. Local energy planning helps devise and implement programs and projects to achieve local energy goals. But, the information and action is generated by the PEOPLE. Local PEOPLE will identify and study energy issues and concerns. PEOPLE will bring together and utilize a wide variety of resources -- human and material -- and formulate action for programs and projects.

There were many messages for us in this conference whether we were educators, agency representatives, or government representatives. As we identify the gaps in information, research and education, we have an opportunity to cover these in future projects and conferences. Our efforts must continue to promote greater relevance of programs to community needs.

James Rideway, author of Energy Efficient Community Planning, states that local energy planning will mean communities are less vulnerable to the disruptions caused by rising fuel prices and energy shortages. But an indiscriminate and naive decentralized approach to the energy problem

must be avoided. Local energy policies should complement state, regional and national policy.

We heard in this conference from the private and public sectors and from various agencies and organizations, all with different philosophies, roles and missions, but all with a common interest in helping with solutions to the energy situation.

As we step back to reflect and put things in perspective, we must look at what group these people represented. What was that organization's role and interest? What were these individuals promoting?

The one predominent thought repreated throughout the presentations, no matter what the organization's bias, was that programs must be with or by the PEOPLE.

I do believe our consciousness about community energy planning has been raised. With this proceedings we have a variety of frameworks, tools and techniques for energy planning and access to other resources.

The proceedings can become a resource in your file of energy programming.

Clockwise from top left:

- David Garr, ACTION
- William Raup, DOE
- Alec Wisch, Carnegie-Mellon; Dan Cameron, MA
- Alice Levine, SERI
- Jerrine Bernat, Local Government, NJ; Rob Kleinman, NACo

ENERGY ORGANIZATIONS

U.S. DEPARTMENT OF ENERGY (DOE)

William J. Raup, Acting Director
Patricia H. Rose, Acting Deputy Director
Local Governments Conservation Programs
U.S. Department of Energy

The Department of Energy's support of local government energy conservation and renewable resource effort encompasses:

- Assistance in the development of local energy management and outreach capacities
- Facilitation of information sharing between and among local, state and federal governments
- Enlistment of these governments as partners in the development, implementation and monitoring/evaluation of national energy programs.

During the past five years, Congress has enacted five major laws authorizing the federal government to develop and implement specific energy conservation programs. Each of these acts has recognized the important role that state and local governments can play in achieving our energy conservation and renewable resources goals and, consequently, each has established energy conservation programs which involve the active participation of state and local governments. The following programs are administered by the assistant secretary for conservation and solar energy.

State Energy Conservation Program (SECP)

The SECP provides a means for states to enter into cooperative agreements with the federal government for the purpose of promoting energy conservation.

Under the SECP a state may receive financial and technical assistance to implement either a plan or a supplement to an existing plan or both. To be eligible for financial assistance, the plan must be designed to achieve scheduled progress toward a specific energy goal and must as a minimum include certain specified program measures.

States also may include in their plans or supplemental plans any additional approved program measures which they consider appropriate and which contribute to energy conservation. Local governments frequently share the responsibility for implementing state plans under this program.

Energy Extension Service (EES)

The EES provides small scale energy users with access to practical and available energy conservation techniques and opportunities. It provides a number of outreach services (including energy audits, workshops, and energy hotlines) to residential energy consumers, small businesses, local governments, public institutions and groups which influence energy use, such as architects, builders and bankers.

Weatherization-Assistance Program (WAP)

The goal of the WAP is to weatherize (e.g., insulate, weatherstrip and caulk) the homes of low-income families, particularly those of the elderly and the handicapped to reduce energy demand in the residential sector. The program supplies resources to states and native American tribal organizations to be used in local activities to improve the thermal efficiency of dwelling units occupied by low-income families. The local programs then purchase and install weatherization materials in eligible dwellings. The specific goal of the program is to weatherize 2.7 million homes by 1985.

Institutional Conservation Programs (ICP)

The ICP provides cost-sharing grants to fund energy audits, technical assistance programs and energy conservation measures in institutional buildings -- specifically schools, hospitals, local government and public care buildings. Eligibility for energy conservation measure funding (capital improvements) has been restricted by legislation to schools and hospitals. Legislation recently introduced in the House would extend both the life of the program and for the first time provide this type of assistance for local government and public care buildings.

The program also provides technical support to states and institutions through training workshops and implementation manuals and performs program analyses and evaluation. Within three years, the program will help to provide energy audits, technical assistance programs and capital improvements in over 42 thousand institutional buildings. In addition, the program will set an energy conservation example within local communities.

Local Governments Programs

Within DOE the Division of Local Governments Conservation Programs serves as the focal point for all DOE energy conservation programs targeted to the local government sector.

It coordinates DOE activities with related programs of other federal agencies, such as the Economic Development Administration of the Department of Commerce, the Department of Education, the Department of Health and Human Services, the Department of Transportation. The division also encourages the maximum participation of units of local government and public care institutions in the National Energy Conservation Policy Act (NECPA) of 1978 and assures that the energy savings achieved by this participation are appropriately documented.

This division is responsible for determining the impact of the NECPA program and will evaluate those activities to determine the future needs of these sectors for federal assistance to encourage energy conservation policies and practices.

The division hopes to undertake several activities to achieve energy savings in the local sector during its first year of operation. This, of course, depends on priorities and direction of the new administration. Among the activities are:

. Model Energy Planning Techniques

A study will be conducted to develop model energy planning techniques to aid local/regional policy implementation efforts. A committee of persons with knowledge and experience in this field will identify priority issues for the study. This study will consist of a search of existing literature on energy conservation for this sector and a survey of local/regional officials charged with the development and implementation of energy programs. We will determine what projects have succeeded and which have not achieved energy savings. The final product will be a set of practical, applicable documents which can be disseminated as a guide to energy planning efforts nationwide.

. Recovery from Natural Disaster

A program will be instituted to provide for the inclusion of energy conservation considerations in the rebuilding of communities struck by natural disaster. When tornadoes, floods, volcanic eruptions, earthquakes, hurricanes, etc. devastate neighborhoods or entire cities, the federal government must provide a variety of specialized assistance, supplies and materials, funds and loans for recovery and rebuilding. Such disastrous situations will be addressed as energy conservation targets of opportunity.

. Central Reference Point for Local Government Energy Literature

A preliminary literature search indicates that many communities have instituted well documented energy conservation programs, both with and without federal financial assistance. The distribution of this literature has been done through many and varied channels. Now we will develop a center with a library of all available materials.

. College and University Cooperation with Local Governments

A pilot program will be conducted under which selected colleges and universities will be funded to provide technical assistance/technology transfer to local governments, community organizations and other interested groups in their immediate locales.

. Energy Conservation Loan Program

Several innovative approaches have been developed to provide the needed financial support through the private sector to deserving institutions which cannot obtain standard financing to implement short payback energy conservation measures. The Division of Local Governments Conservation will review several models for providing such financial support.

Other approaches will be investigated including loan guarantees, interest subsidies and revolving loan funds.

These are just a few of the programs in the present and future of DOE. We welcome your comments and suggestions on additional programs to be undertaken to better serve the local government sector.

ACTION

David Gurr
Policy Analyst

Regardless of what methodology is used for energy planning, unless people of the area are involved at the outset, the plans will likely end up gathering dust on the shelves of local planning offices.

This bears repeating. Energy plans done for people are not as effective as plans done with people. Therefore, residents of a community must be involved at the outset.

However, they must be convinced that they can do something about the problem. This is where the media, in all of its different forms, can play a role. Each community has an information dissemination system already in place. In addition to media, there are churches, school systems, local political structures and community action agencies. And to a lesser extent, colleges, service clubs and Voluntary Action Centers constitute sources for the dissemination of information.

Representatives from all these groups need to be contacted and to meet in groups to plot a course of action. As one guide, I would recommend the County Energy Plan Guidebook available from the Institute for Ecological Policies, 9208 Christopher Street, Fairfax, VA 22031. Besides including a number of formulas, it offers guidance for estimating current consumption. Also, it suggests a number of alternatives for conserving energy and ways to produce energy locally.

What ACTION Can Do

ACTION has not as yet funded a project specifically to do community energy planning. The closest of its programs to a community wide effort has been in Fitchburg, MA where the Fitchburg ACTION to Conserve Energy (FACE) project gave residents a brown bag containing weather stripping and caulking materials along with a three-hour training session using volunteers to show residents how to install those materials. Eighteen communities are implementing the Fitchburg model and a new group of communities will be chosen in the near future. In order to apply, you will need to contact the state office of ACTION serving your area.

In other local situations ACTION has supported voluntary activity to conduct energy audits, some of which have lead to household energy conservation such as turning down the thermostat on space and water heaters, plugging up air infiltration and fostering energy conservation attitudes.

In addition, through our demonstration projects, ACTION is funding the construction of greenhouses, passive and active solar space heaters

and alcohol conversion. It also is attempting to make the Farmers Home Administration more responsive to the needs of limited-resource farmers by funding alternative energy technologies.

ACTION supports a wood heat cooperative in Portland, ME developed by two VISTA volunteers and an oil-buying coop in New York City developed by two other VISTA volunteers.

Both are extremely successful. The wood coop sells seasoned wood to members at $70 a cord in a market where the prevailing rate is over $100 per cord. The oil heat coop has reduced the price of fuel oil to members by over 30 cents a gallon.

However, these are only demonstration projects. ACTION does not have large amounts of funds to support these local efforts on a national basis. The best we can hope to do is to provide a copy of a manual on how one builds and operates an attached solar space or organizes a wood heat or oil purchasing coop. The current prognosis for getting an energy related coop funded by the National Consumer Coop Bank looks somewhat bleak. Self-help, solar applications look too risky for Farmers Home to fund. Similarly, the Solar Bank is having its problems being funded. And, the Solar Bank will be another loan institution not prone to taking undue risks.

Instead of loans, grants look more promising as a source of funding. Community Development Block Grants and Urban Development Action Grants from HUD are two possibilities.

Local Community Resources

What we are left with is the need to focus on the public and private resources of a local community, both human and material. In Portland, ME the local banks have been made to realize that wood is capital; hence the wood heat coop's inventory is collateral for securing loans. However, the coop must pay interest rates of 14 percent.

Central billing and competitive bidding on bulk purchases of heating oil are the keys to the success of the oil-buying coop in New York City.

Volunteer initiative and the belief that people can harness local energy resources have resulted in the construction of solar spaces which are attached to both individual homes and community facilities. Other types of low-cost solar applications look very promising as well.

Looking to the national government and its programs for help will offer little relief to the rapidly rising cost of energy in local communities. The budget-cutting mood of Congress and the new president make it difficult to pass new federal programs. Entrenched constituencies make it difficult to close less effective existing programs to release funds for new programs.

Thus, it is left up to the local community to reduce its consumption of non-renewable energy and to harness renewable energy sources at the local level. Lower energy consumption can occur through increases efficiency without discomfort.

Such an effort requires the use of volunteers, some of whom can gather data, and most of whom can convince other residents of the need to take individual localized action along with showing them how to do it.

A number of communities have begun to take action: Portland, OR; Davis, CA; Seattle, WA; Clinton County, MI; St. Paul, MN; Franklin County, MA; Greensboro, NC; Oakland, CA; Knoxville, TN; Boise, ID; Milwaukee County, WI; Hillsborough County, FL; Kansas City, MO; Fitchburg, MA and 17 other cities using the Fitchburg model.

The models are there, each designed to address a particular combination of local problems, all of them designed to reduce reliance on energy from foreign sources.

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NATIONAL ASSOCIATION OF COUNTIES

Robert Kleinman
Director, County Energy Management

The National Association of Counties (NACo) is the only national organization representing America's 3,106 county governments and their policy making officials. Its membership spans urban, suburban and rural counties -- joined together for the common purpose of strengthening county government to meet people's needs.

As a membership organization, NACo is composed of 35,000 decision making county officials from over 1,900 county governments containing over 70 percent of the United States population. Through a county's membership, all its elected and appointed officials become participants in an organization that seeks to:

- Improve county government
- Serve as the national spokesman for county government
- Act as liaison between the nation's counties and other levels of government
- Achieve public understanding of the role of counties.

NORTHEAST SOLAR ENERGY CENTER

Gerard J. Ridzon, Manager
Government and Community Affairs

The U.S. Department of Energy's drive to speed up the commercialization of solar energy is supported in the nine northeastern states by the Northeast Solar Energy Center (NESEC), operating from Boston by the not-for-profit Northern Energy Corporation.

Established in 1977, NESEC was the first of four regional centers created by the Department of Energy (DOE) to encourage the use of solar technologies to help meet the nation's energy needs. Its three counterpart institutions are located in Atlanta, GA; Bloomington, MN; and Portland, OR.

The center's goal is to stimulate the widespread use of solar energy systems in New York, New Jersey, Pennsylvania, and New England matching the solar energy resources of the northeast to the energy needs of the region. These resources include not only sunshine, but wind, wood and water as well.

To achieve this goal, the center's staff interacts extensively with state and local governments, community groups, industry, labor unions, contractors, utilities, architects, engineers, educators and the legal, financial and insurance communities.

The nine states served by NESEC participate directly in the activities of its board of trustees through two gubernatorial designees from each state. The governors also appoint a member to the regional advisory council which provides guidance to the center's planning and program activities. Within each state energy office are two solar professionals funded by NESEC.

The center's commercialization activities are handled in four divisions: market development, education, program management and technology development.

Services Available

The center maintains an extensive library and solar information clearinghouse. A collection of more than 5,000 reports, 500 monographs and 200 periodical subscriptions now supports NESEC's Technical Information Library and Solar Energy Information Service, open free of charge to the general public. The library also has an audiovisual collection available on loan to interested organizations.

NESEC has published a wide range of materials pertinent to solar applications and usage. These include an analysis of solar insulation in the Northeast, a review of product liability laws and their impact on solar, surveys of solar access legislation, surveys of incentives for solar utilization and brochures on solar water heating and sunspaces. A survey of passive solar products and a community energy directory will be published soon.

The center also conducts seminars, workshops and training sessions for bankers, solar installers, tradespeople, architects, lawyers and community representatives. Over 4,000 educators have been trained in solar curricula through the solar education resource agent and adult education networks.

NESEC has numerous resources which could be of help to you:

Government and Community Affairs Department -- Contact this department for local government and community organization matters such as energy planning, local information and outreach programs, program design assistance, local legislative initiatives, energy data and technical support. Contact: Gerard Ridzon, Manager, Government and Community Affairs, or Cami Edlund, Community Energy Coordinators.*

Local Government Field Services -- There's a field representative working in New Jersey, New York, and Pennsylvania who is available for direct, local consultation in any program area listed here. Contact: William Harral, R.D. #1, Box 378, Carlisle, PA 17103. Tel: 717-697-0261.

Education Programs/Resources -- Services in this area include development and dissemination of various curriculum materials, the design and support of training programs, general support to all formal and informal educational programs, the maintenance of a network of local resource agents who conduct local in-service workshops, establishment of local resource bases and securing help for local educational groups. Some specific products which the education division has developed include a curriculum kit to teach passive solar concepts to students in grades 5-8 (entitled Solarworks), an eight unit curriculum/resource guide for consumer adult education programs (Solar Energy/Adult Education) and a bibliography of vocational/technical renewable energy resources. Contact: Lila Hexner, Manager, Education Division, or Jerry Skapof, Manager, Instructional Services Department, or John Pearce, Community Education Coordinator.

Library Services -- The center's library, besides serving as a solar information clearinghouse, contains films and other audiovisual materials available on loan. Bulk quantities of NESEC publications also are available through the library. Contact: Eileen Baker, Head Librarian, or Martha Carpenter, Audiovisual Librarian.

Speakers Bureau -- We have experts available at no charge to talk about solar energy and the contribution alternate energy sources can make to improve the Northeast's energy posture. Speakers can give general and technical presentations on all aspects of solar applications and technologies -- space and water heating systems, passive solar design, wind, wood, industrial process heat and photovoltaics -- as well as conservation measures which are related to solar.

---

*Unless otherwise noted, the mailing address and phone number for contacts is: Northeast Solar Energy Center, 470 Atlantic Avenue, Boston, MA 02110. Tel. 617-292-9250.

The speakers bureau serves groups in business, industry, labor, education, government and consumer affairs, as well as service organizations, trade and professional associations and financial institutions in New England, New York, New Jersey and Pennsylvania. The bureau limits speaking engagements to a minimum audience of 25 people. Contact: Robert Mitchell, Manager, Office of Industry and Labor.

Technical Support Network -- The center provides funding to three subregional solar organizations to provide free solar technical assistance to builders, architects, realtors, bankers and others. The technical support network teams located in Philadelphia, PA; New York City; and Brattleboro, VT are available to:

- Discuss the range of solar options that might be possible
- Review solar project plans, calculations and ideas
- Visit building sites to suggest solutions to problems with solar design
- Facilitate access to information and materials at NESEC as well as elsewhere
- Explain government programs such as tax credits and proposal solicitations
- Help reduce any confusion among bankers and code officials with respect to solar.

Contact: Joe Revlock, Passive Solar Specialist, NESEC Technical Support Network, Field Office, 2233 Gray's Ferry Avenue, Philadelphia, PA 19104. Tel. 215-732-5365 - or - Scott Lewis, Solar Specialist, NESEC Technical Support Network, Field Office, c/o Perkins and Will, 488 Madison Avenue, New York, NY 10022. Tel. 212-751-0615 - or - Larry Sherwood, Passive Solar Specialist, NESEC Technical Support Network, Field Office, P.O. Box 541, Brattleboro, VT 05301. Tel. 802-254-2386.

Miscellaneous Services -- A variety of services could be included in this category. A representative sampling includes: financial investment services -- Charles Peabody; institutional barriers -- Arnold Wallenstein; federal grants and loans -- Peter Cohen; NESEC newsletter -- Judy Finman; data bases -- David Chan; consumer affairs -- Roberta Walsh.

I would like to add that in terms of energy savings and immediate results local or community based energy conservation and renewable proponents are in an enviable position. For while NESEC, among others, is in a good position to suggest or support programs, it's the communities themselves that are able to take specific action toward accomplishing specific goals and realizing specific results.

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SOLAR ENERGY RESEARCH INSTITUTE

Alice Levine
City and Regional Planner

Established to research and develop solar energy, the Solar Energy Research Institute (SERI) also helps the U.S. Department of Energy develop policies in solar technology. The institute looks for economical, reliable, environmentally and socially acceptable technologies. It provides independent analyses of systems and serves as an information center about solar resources.

Some of the solar technologies under investigation include photovoltaics, biological and chemical conversion, solar thermal systems, ocean systems and wind energy systems.

Valuable resources are provided by the solar energy information data bank which offers access to current data on an international basis. There's also a comprehensive collection of technical publications available at SERI.

To learn about bulletins available for distribution, write for Publications Bulletin: Technical Information and for Publications Bulletin: Solar Awareness Products. These are available for SERI Document Distribution Service, 1617 Cole Boulevard, Golden, CO 80401.

PRESIDENT'S CLEARINGHOUSE

Alec Wisch
Energy Coordinator,
Carnegie-Mellon University

Sponsored by DOE and the National Association of Counties, this group recruits qualified local government officials to spend a month in Washington mediating local energy problems. They research information for local government callers and try to reach solutions for them. The group is building an extensive library on energy and has access to advisory and library sources within DOE. It's a great place for participating officials to learn more about opportunities for their own communities as well as for helping others. The number to call for information is 800-424-9040.

Clockwise from top left:

- Jack Bergstrom, Extension, PA; Michael Pitts, ACTION, NY
- Doug Babkirk, Extension, ME; Faith Schottenfeld, NERCRD, NY; Dorothy Anderson, Planning, NH
- Nan Booth, Extension, MD
- coffee time
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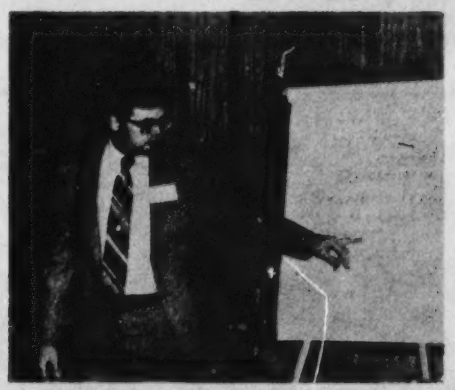

PROCESS FOR ACTION

LOCAL ENERGY PLANNING

William J. Daup
Acting Director, Local Governments Conservation Programs
Office of State and Local Programs
U.S. Department of Energy

I have been asked to talk on the subject of "Local Energy Planning." All of us need to keep in mind the word local. All too often, we at the Department of Energy and elsewhere in the federal establishment tend to think that local energy management or planning has a federal solution.

In truth, a viable national energy program cannot operate -- nor can it be formulated -- solely from the top down. There must be local and state involvement. Much of the burden for implementing and monitoring national programs will fall on units of local government.

Beyond this lie a range of needs and opportunities which can only be identified and addressed at the local government level. Our energy problem affects both public and private sectors at every level. There is no one easy solution but rather a host of sometimes small actions which cumulatively produce a solution.

Unique sets of social, economic, political, institutional, climatic and other factors will result in a unique energy program mix for each community. There will be some common program elements, or building blocks, shared by many local governments. The set of building blocks selected and its arrangement will vary.

By developing programs responsive to their own specific needs and opportunities, local governments will contribute substantially to the national effort. Each of us at every level of government has a role to play in that effort. The challenge which we face together is in many ways unique.

The National Perspective

Until quite recently we had come to take for granted cheap and abundant energy supplies. During this past decade, energy production and consumption have for the first time become a matter of widespread public concern. Several events have focused our attention on the growing problems in this area. These include:

- The oil embargoes of 1973 and 1974
- Brownouts and blackouts in several major cities
- The natural gas shortage in the winters of 1976 and 1977

- The 1978 coal strike
- The Three Mile Island incident
- The elimination of oil imports from Iran
- The frequent and dramatic increases we have experienced in oil prices
- The serious U.S. balance of trade problem
- The threat to world oil supplies posed by the Iran/Iraq conflict.

Until recently, our discoveries of new domestic fossil fuel reserves and our capacity to extract them kept pace with, or even outstripped, our demand for them. Then, by 1970, our domestic production began to lag behind demand. By the time of the 1973 embargo, we were dependent on foreign sources for over 30 percent of our oil supply.

Today that dependence has increased to almost 50 percent. We have become reliant on an area of the world which is very unstable politically and upon a world pricing system over which we have little control. Our payments for oil imports, currently, total $10 million an hour.

Our choices are clear. We must either accept a continuation of escalating prices, scarcity, supply disruptions, a future of declining lifestyles or we must rely less on depletable fuels. We must, wherever possible, find substitutes. We must be more frugal, more efficient. By conservation we mean not a lowering of our expectations or goals but frugality or efficiency with respect to means.

The Local Role

The impacts of our energy situation are obvious. They affect us at every level of government. At the local level, they affect the cost of government itself and every segment of the private sector -- fuel costs and availabilities impact the health and growth of local economies, your tax bases and the welfare of every citizen.

If the problem is shared, so is the solution. A great deal depends on action at the grass roots -- the local government area. Local conservation and renewable resource activities can be conveniently divided into two categories:

- Those which are extensions of or which implement federal programs (i.e. building codes, traffic regulations, impact assistance, public transit and promotion of car pools and van pools) or
- Those which respond to unique local problems and circumstances and contribute to the national effort. It is this latter category of activities which has been least appreciated and most overlooked by the federal government. Yet, our greatest opportunities may lie precisely in this area.

National energy goals assume significant efforts in the areas of conservation and renewable resources. Opportunities in these areas are, on the whole, relatively small scale and widely dispursed. They include:

- audits and retrofits of individual buildings
- low-head hydro
- solar and geothermal energy
- refuse derived fuels
- recycling
- land-use planning
- building and transportation code development and enforcement
- mass transit
- outreach and education
- street light conversions

These opportunities are not uniformly distributed. In the aggregate, they can make a large contribution. They can only be identified and acted upon at the local level. The appropriate mix of programs will be unique for each locale.

The potential contribution of conversation and renewable resources is enormous. One recent study concluded that it is possible to double our GNP while actually reducing our energy consumption by 20 percent over the next 30 years. Several other analyses lend support to this general conclusion.

At the local level there has been a growing number of innovative programs. The list includes Portland, Seattle, Davis, Minneapolis-St. Paul, Franklin County and Fitchburg, Massachusetts and Jacksonville, Florida. The Portland experience is perhaps the best known. Portland's goal is to achieve a 30 percent reduction in energy use by 1995. If all, or a large percentage of, local jurisdictions were able to undertake similar programs, we would not have much of an energy problem, and those payments for oil imports would be financing economic development and the creation of jobs here at home.

The Portland or Davis or Franklin County programs cannot be duplicated elsewhere. But individual parts of those programs can be transferred as can successful experiences from other locales. The processes through which successful local programs are developed also can be shared. We must not forget that the best source of knowledge with respect to local energy needs, opportunities and capabilities is local government itself.

We do face a difficult challenge -- a challenge which can only be met by a cooperative federal, state and local effort. The ultimate success of national conservation and renewable resources policies depends on state and local participation to a very large degree.

No national plan developed solely from the top down will recognize even a small percentage of the needs and opportunities which abound nor will it meet the needs of the American people. I hope we will continue to build upon the sort of dialogue that is taking place at this conference. From this dialogue will come the partnership and the programs we need to solve our energy problems.

(A SYNOPSIS OF DOE PROGRAMS IS FOUND IN THE FIRST SECTION OF THESE PROCEEDINGS.)

GROUP PROCESS

Richard G. Floyd, Jr.
Community Development Coordinator
Cooperative Extension Service
University of Massachusetts

Not everyone envisions a problem in the same way. Energy, for example, is a complex issue which is of concern to both the individual citizen and the nation as a whole. But energy programs even under the banner of "Community Energy Planning: A Local Solution" can be construed in many different ways -- as conservation or weatherization projects or as public transportation or as sources of additional electric energy.

Knowledge of your own priorities and goals is essential before moving to any group process in tackling energy problems. If you are a public servant, for example, you might have to redefine government in your own mind. Since bureaucratic agencies vary from . . . for the people to by the people and even in spite of the people, you need to ask if you have a mandate to accomplish certain tasks. Or are you a free agent truely seeking citizen input for local solutions?

Once your objectives and motivations are clear, you can move on to developing a group process. But be honest. Be yourself and be positive about what you are doing and what you hope to accomplish. Do not try to start an energy organization by attempting to superimpose your objectives and ideas on those you hope to work with.

First Gather Ideas

Gather ideas before you gather people. The mode of operation as well as the constituency with which you work must be flexible enough to grow with the program which is developed.

Remember that individuals or groups who have assisted in defining problems and in building an organization feel a commitment to the activity and work hard to support what they helped to develop.

Thus, we need to understand what motivates people. Maslow's "Hierarchy of Needs" is one technique which might be useful.

1. PHYSICAL NEEDS -- income, health, shelter, sex, food and sleep.

2. SECURITY NEEDS -- safety, continuing employment, healthy environment, freedom from fear, anxiety or threat of punishment.

3. SOCIAL NEEDS -- love, sense of belonging, atmosphere of acceptance, prestige, recreation and entertainment.

4. SELF-WORTH -- ego satisfaction, a feeling of value and importance to others. The desire to achieve and to be recognized for it.

5. SELF-REALIZATION -- personal growth, higher education, spiritual development, the drive to realize and utilize one's potential capabilities, the desire to contribute to the betterment of mankind.

Until physical and other basic needs are satisfied, little involvement in additional issues of concern to a community can be expected. We, therefore, need to recognize that people can seldom be motivated to do something they are not interested in and, thus, cannot be expected to work for extended periods of time on issues which they do not feel are relevant to their needs or desires.

Citizen Input

This concept can be applied to communities as well when one considers all of the social, economic and environmental elements which energy influences or has an impact on. Thus, we might ask questions such as:

- What is the actual level of citizen input?
- Is the planning process truely from the bottum up, or is it a rubber stamping of mandated programs and activities?
- Is there a political readiness to support energy activities?
- Are the sources of funding and the availability of staff appropriate for the program which is envisioned?

Tying program and people together we can start to develop a concept of who needs to be involved in a community energy program to make it effective and successful, and we also can have some appreciation for what each individual or group envisions as the reason for its participation.

From such deliberations a core planning group which has both a technical and a community interest can be developed. The important thing is to have a broad enough representation that a variety of perspectives are represented and, thus, other people and material resources more easily identified.

People need to feel that they can contribute through their involvement and that such involvement is valued. Meetings need to have a purpose and be well organized in terms of an agenda and a working environment in which individuals and/or groups can be comfortable.

Priorities and goals need to be clearly developed and understood. Two-way communications must be constant. Brainstorming is a good technique for initiating new programs and breaking organizational goals into achievable activities.

The level of participation by members, the consistency of performance, the feedback from participants are all good indicators of the level of success as is the level of support and interest the program has from media, decision makers and community leaders.

Remember the money, skills, time and other needed resources must be in place or developed in order to have success. However, that does not mean that all goals will be achieved at once or that many issues cannot be addressed by subgroups within the larger organization. It does mean that goals of any group concerned with energy need to be realistic. After all, a feeling of accomplishment is a necessary ingredient of all successful programs and projects.

THE LOCAL ENERGY PLANNING PROCESS IN THREE MARYLAND COUNTIES

Nan Booth
Assistant Director, Energy Technical Assistance Program
Community Development Specialist
Cooperative Extension
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Community Development (CD) uses a systematic educational approach to help people help themselves make their communities a better place to live. Whatever the issue is, the community developer follows basically the same approach. This approach includes helping the group:

- Understand the issue better
- Identify possible strategies to address the issue
- Select the best strategy
- Develop an action plan to solve the issue
- Evaluate progress

In Maryland Community Development agents in the Cooperative Extension Service use this process to address issues in economic development, community leadership, energy, environment and land use, community services and facilities and local government. Today, I would like to discuss with you our experience with local energy programs -- the successes we had and the mistakes we made.

Since every CD program has its own character and end product, I will describe three different Maryland programs and tell how each one attempted to utilize process in local energy planning.

Initiating the Programs

CD agents initiate programs in a variety of ways. For example, in Prince George's County, a county commissioner approached the local CD agent and asked if he would chair the alternate fuels committee for the county. Since Prince George's had a comprehensive energy plan (developed by a CD specialist working in conjunction with the CD agent) in place, the role of the agent was clearly defined. He was to organize a group which could advise the county on use of alternate fuels.

The program in Washington County was quite different. Back in 1977 the local CD agent met with his program planning committee which identified energy as an important issue. A Washington County Home Energy Conservation Committee comprised of members from public utilities, trade associations and the local government energy coordinator was established. An educational program based on a county needs assessment was initiated. Over time this committee shaped the county's energy plan.

In Frederick County, a group of young professionals committed to energy conservation approached the CD agent and asked for his help in organizing them. The group had high ideals and wanted to change the world. The agent's job here was to help them identify needs and focus on a realistic mission.

These three examples demonstrate different ways the CD energy programs can be initiated:

1. The local government with an energy program establishes a committee and role for the community developer.

2. An existing community development committee identifies energy as an issue and establishes a program.

3. A new group seeks out the help of a community developer.

Getting the Program Off the Ground

Any community development program is only as good as the people who plan and implement it. Who should be in this group? How large a group should it be? The answers to these questions really depend on the mission of the group. Let's look at our three examples.

GROUP MAKE-UP AND SIZE

Prince George's	Washington	Frederick
Local experts	*Public utilities	Local enthusiasts
*Local government	*Local government	Local experts
University faculty	*Trade associations	
engineering	*Social services/schools	
planning	*Volunteers/leaders	
forestry		
agronomy		
CD		
Size 9	16	8

*decision makers

The makeup of the group should reflect the mission. For example, the role of Prince George's group is to advise the local government on alternate fuels. Since this is a technical task, specific expertise is required. The Washington county program was intended to provide comprehensive services to the community and needed a wide spectrum of talents and inputs.

The Frederick example is interesting. Because the group never was able to clarify its mission, it was not able to identify the resources it needed to carry out the program. This eventually led to its downfall.

In terms of size, the ideal committee is between 7 and 9. This allows for good communication, involvement and sufficient diversity. However, sometimes for political or program reasons, you may need to have more members. When you get much beyond 12, I would recommend establishing an executive or core committee.

Another consideration in forming the group is credibility. Sometimes groups can "inherit" this by their title. For example, the Prince George's Alternative Fuel Task Force was established by the county commissioner so it had no initial problem in being accepted. The Washington program had influentials from key agencies and the local government as well as community leaders. In a sense, they brought some of their credibility to the group, but the group as a whole still had to struggle for about two years before it earned respect. I think it is important that the influential members' credibility gave the group some lead time to gain its own reputation.

Frederick County was another situation altogether. That group perceived itself as a new group and did not want extensive involvement from "the system." I recall the community developer did try to hook it up with some ongoing groups in the county, but the energy group was afraid it would lose identity -- a very real fear for new groups.

Because of the complexity of the energy issue, involving influentials or sparkplugs who can serve to facilitate the group's actions is important. Who they are varies with the group's mission and the strategies it chooses to follow. In Prince George's, the local government representative serves as the conduit to the county council. Through him the group also is kept informed of other energy activities in the county so it can coordinate efforts and publicize the findings.

The Washington County committee is almost totally comprised of influentials. With the diversified program this has proven very successful over the years. I suspect this committee could not have been pulled together easily by a newcomer. The community developer had worked on and cultivated these relationships for 20 years. A newcomer could, however, identify a local influential who in turn could help him or her organize a strong committee. The Frederick group, fearful of being lost in the shuffle, did not identify decision makers or influentials and, in a real sense, operated in a vacuum.

Keeping the Program Going

Someone mentioned the other day that what the energy program needed was a good gas line like back in 1973 and 1977. It seems we human beings respond best to crisis and, once it is over, we tend to go back to our old ways.

Seriously, many strong programs have folded because of lack of citizen interest. This citizen apathy also affects the development of community energy plans.

Because of the energy apathy problem, it is important to have an ongoing public awareness campaign. Having the right people participating in your program can help out with publicity. For example, in Washington County, the right connections enabled the group to put energy tips in the property tax bills, signs on buses, energy information centers in the schools and libraries and to develop four half-hour prime time television shows. All this publicity plus the good track record of the program has attracted more volunteers. The county uses the input of the group in the development of energy plans, and special energy grants (EES) have been awarded to start new programs. Ongoing evaluations of every program have been used to strengthen future projects. At this point the program has been operating four years and has recently developed a three-year projected plan of action.

The Prince George's County Energy Plan recently received NACo's County Achievement Award and was one of four energy plans selected by DOE for national distribution to local governments. This publicity has kept morale high and people are anxious to contribute to a strong plan. The program is carefully monitored and evaluated. The county has realized some energy savings.

The Frederick group after one and a half years of struggle disbanded this summer. It had had some successes but its mission was not clear and recruitment of new members was unsuccessful. It also ended up competing against another local group which had more ties in the community. In retrospect, the members felt they had tried to do too much too fast by themselves.

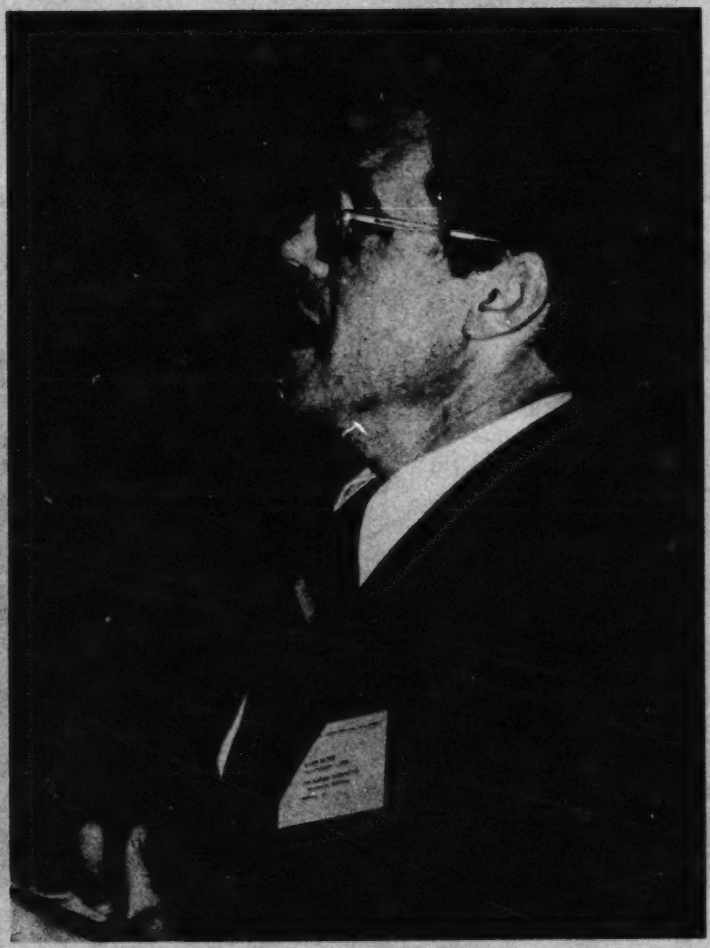
Conclusion

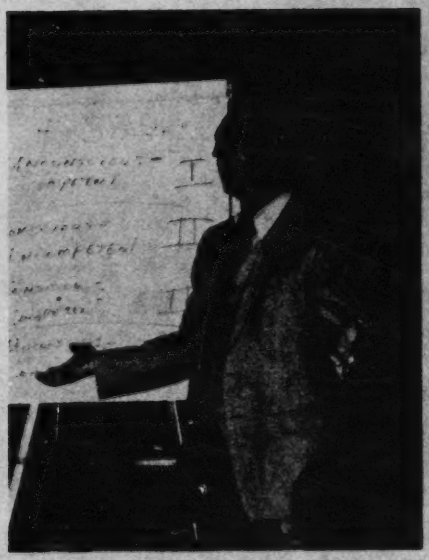
From a community development perspective, local energy planning, like any program, needs to start out with a clear mission based on the needs of that community. The people involved must be diverse enough to have access to the needed resources, influential enough to plug the program into the system, credible enough to have the plan acceptable, flexible enough to learn from experience and patient enough to ride out the tide of apathy.

(Note: CD (Community Development) and CRD (Community Resource Development) are two terms used to cover approximately the same kinds of Cooperative Extension programs.)

Clockwise from top left:

- Sid Cleveland, Marianne Graham, Extension, NY
- Judith Cohen, Census, MA
- Warren McCord, Extension, AL
- Frank Saia, Energy Consultant, CT
- Tim Kennedy, Cornell, NY





HOW TO SUCCEED USING MINORITY BUSINESSES

Frank Saia
Energy Consultant
Upper Albany Community Organization

The Upper Albany Community Organization, UACO, is an advanced neighborhood development, non-profit organization in Hartford, CT that serves approximately 14,000 low and moderate income families in the north end of the city. In the past few years, UACO has successfully designed, developed and managed a number of energy conscious programs in housing and economic development.

UACO's housing subsidiary, Upper Albany Housing Development Corporation, UAHDC, acquires, rehabilitates and resells formerly abandoned properties. Its economic development activities include commercial strip revitalization efforts along Albany Avenue, developing a 30,000 square foot shopping center and the acquisition of two for-profit energy corporations, Solace, Inc., and ARC Industries, Inc. ARC manufactures the energy efficient FYRDOR fireplace heater. The acquisition of Solace and ARC was financed with funds provided by an Urban Development Action Grant (UDAG) from HUD.

In 1979, after its acquisition by UACO, ARC experienced the best quarter in its history and finished the year with over one-half million dollars in sales and 22 employees, most of whom were residents of Hartford. Their training and employment were specific objectives behind the acquisition of ARC Industries.

Solace also addresses the economic wellbeing of the community. Solace, Inc., was established to meet UACO's pluralistic solar development agenda for the Upper Albany neighborhood: jobs and training for residents in a community owned profit motivated company. It marked the first step along the road to economic self-sufficiency for an urban neighborhood plagued by the radical disinvestment that occurred in the Sixties and Seventies. Its strategy was to convert the energy crisis into job opportunities for community residents in the labor intensive field of manufacturing and installing solar energy hardware.

Functioning with a small board of directors and a management team on loan from UACO, Solace, Inc., moves conservatively to explore, fully define and implement its business plan. Operating as it does in the limelight of public and private scrutiny, Solace can well afford the luxury of caution.

Solace, Inc., intends to capitalize on its uniqueness. It is a minority-owned, for-profit subsidiary of a neighborhood development organization. It was funded in the first round of HUD/UDAG awards and markets a HUD approved solar collector.

While skeptics and critics predicted a sporadic rise and a precipitous fall for the company, Solace conserved its equity and despite having only five installations presently to its credit, it is a nationally known and studied corporation. All this speaks of a bright future.

Solace plans for future diversification and is considering marketing other products in the solar hardware and software line, incorporating a line of similar products from another supplier, acquiring a cellulose insulation plant which utilizes recycled newsprint, opening an energy store and merging with its sister corporation ARC.

In each deliberation Solace strives to keep the human goals of the community and the monetary goals of the marketplace in mind and in balance.

Because of its success in development of these projects, UACO has received several awards from HUD and is the recipient of a 1980 grant from the Solar Energy Research Institute (SERI). Grant funds will be used to further implement the business plans of the energy companies, Solace and ARC.

HOW TO SUCCEED USING CENSUS DATA

Judith W. Cohen
Data User Services Officer
Bureau of the Census
U. S. Department of Commerce

On April 1, 1980 the nation's largest and most important statistical project began -- the 20th decennial census of population and housing. In conducting the enumeration, the U. S. Bureau of the Census contacted more than 88 million households and, within these households, collected information on approximately 226 million people located within some 39,000 governmental units.

Bureau of Census statistics based on sample surveys and estimates show some trends we expect to be confirmed. For instance, we expect to find in 1980 a 9 percent increase over the 1970 population total. That represents the slowest rate of growth this country has experienced in any decade save the decade of the Great Depression. But slower growth should not be taken to mean less change. As a matter of fact, demographers at the Census Bureau have described the 1970s as a very interesting decade. We are witnessing a departure from a number of traditional trends.

While geographic distribution of the nation's population shows an increase in "Sunbelt" states like Florida, Texas, New Mexico, Arizona, California and Hawaii, it also shows substantial growth in Maine, New Hampshire and Vermont.

Population outside metropolitan areas is now growing faster than population inside metro areas -- a reversal of the trend of the last several decades. Central cities, on the average, are declining in population. The suburban population inside metro areas has increased by 12

percent since 1970, but that is less than the suburban growth rate in the 1960s.

Population may have grown by only 9 percent in the 1970s, but the number of households is headed for an increase well over 20 percent, a growth rate even faster than that of the 1960s. The growth in the number of households has been spurred by the increasing number of people choosing to live alone in their own households. The average number of persons per household has been steadily declining. Another important trend is the increase in the number of people forming households with others to whom they are not related. Now one out of every four households represents a person living alone or with nonrelatives.

An interesting trend relating to energy uses we have found is that the percent of housing units heated by oil dropped from 26 percent to 21 percent from 1970 to 1977, while the percent of units heated by wood grew from 12.5 percent to 16.5 percent during the same period.

A most important trend for planning may be the change in the age structure of the United States. The rapid growth age groups are in the 18 to 34 range reflecting the post-World War II baby boom. This is especially significant in view of the fact that these are the primary years of family formation and career building. Local communities are well aware of the significant declines in elementary school enrollments, with many school buildings closed and others being utilized well below capacity. Such problems will soon start shifting to high school facilities as that age group, now at its peak level, begins to decrease.

Every baby boom so far has been followed by a baby bust, then later by a boomlet or echo as the large cohort of babies reaches child-bearing ages. The echo of the post World War II boom is smaller and later than expected but now seems to have arrived. Communities closing schools because of the baby bust may have to reopen some of them later when the children of the baby boom mothers are ready to begin kindergarten.

The greying of the population as the median age rises and the percentage of elderly increases may result in many changes in our society. The 24.1 million persons 65 and over in the U.S. have great influence on the political life of the nation in proportion to their numbers, according to a special report on the elderly released by the Bureau of the Census.

As interesting as national trends are, you need to know what will happen in your own community. Are you in one of the states gaining population? In a city losing residents? In a metropolitan area that is growing? Small area data is what a census is all about. A complete census of population and housing is needed to provide local data that government and business can use to make informed decisions.

Other Census Bureau Programs

The Census Bureau is busy day in and day out taking the social and economic pulse of the nation. Eleven major national censuses and hundreds of current surveys are conducted by the bureau. In 1979 alone we published 1,889 reports on subjects as diverse as agriculture, construction, govern-

ments, manufacturers, mineral industries, population, housing, retail trade, wholesale trade, services and transportation.

The current population survey collects national data concerning labor-market participation, occupation and industry of the employed and personal and family income. Other current population reports provide characteristics of the population, data on travel to work in selected metropolitan areas, annual estimates of the population and per capita income in cities and counties as well as population projections for various states.

The annual housing survey, both at the national level and in 60 selected SMSAs (standard metropolitan statistical areas), furnishes current data on the journey to work, household heating and cooking characteristics, presence of energy conservation equipment, including storm doors, storm windows, attic insulation, roof insulation and cost of individual utilities. This survey also has a travel-to-work supplement that presents detailed data about the commuting patterns and characteristics of commuters and their work trips by SMSAs and at the national level. Charts and maps illustrate the trends in home heating, cooking fuel, air-conditioning and number of automobiles, over the past 35 years.

Community Energy Data

Some 1980 census publications can be used in community energy planning. The first report to be issued, PHC 80-P will have preliminary population and housing unit counts for cities and towns. PHC 80-V, advance reports, will have the final population and housing unit counts. These reports will not contain any data about the people or their housing. But they will give you a picture of population and housing distribution.

PC 80 A & B, with a part for each state, will be based on the questions we asked everyone on population, age, race, sex, marital status, Spanish origin, number of households, household size and family type. PC 80 C will include income, commuting, years of school completed, employment and unemployment, ancestry and country of birth. PC 80 D will have detailed cross tabulations but only for the state, large cities and metropolitan areas. These four paperbound reports for each state will later be issued in bound volumes, Characteristics of the Population.

The 1980 Census of Housing, volume I, similarly will have a part for each state and will be issued first in two paper booklets. HC 80-1 A will have 100 percent data items on housing including the number of units at the address, presence of complete plumbing, number of rooms, owner or renter, condominium identification, value rent and vacancy status. HC 80-1B will have the data items based on questions asked of a sample of the population. These include how the living quarters are heated with nine categories for type of heating equipment including electric heat pumps. Another groups of energy related questions asked were kind of fuel used for house heating, cooking and water heating. We also asked the cost of utilities and fuels of both owners and renters.

For housing and population data on neighborhoods in metropolitan areas, we will publish Census Tract Reports for each standard metropolitan statistical area. Note that all of Connecticut and Rhode Island will be

tracted. Outside of metropolitan areas in other states, data by enumeration districts will be available from computer tape. Statistics by blocks also are provided for urbanized areas.

Data Products and Access

The 1980 Census will provide a vast amount of useful data. How can you gain access to it? Census data is available in a variety of formats including printed reports, computer tapes and microfiche.

Data User Services specialists in Washington and 12 regional offices answer data inquiries, give workshops and seminars, prepare guides and indexes to census data and disseminate census data on computer tapes and microfiche. The regional offices are located in major cities throughout the country, including Boston, New York and Philadelphia. Census Bureau headquarters is located in Suitland, MD, a suburb of Washington.

The most convenient and timely way to keep up with census data developments is to subscribe to our monthly newsletter, Data User News. This contains continuous reporting on plans and products from major census programs. It also describes new publications and computer tape files, announces seminars and conferences and presents articles on how census data is being used across the country. A special quarterly publication, 1980 Census Update, describing plans and programs of the 1980 census, is included in the subscription to the newsletter.

Most all printed reports published by the Census Bureau are available from the U.S. Government Printing Office. Printed reports may be mail ordered from GPO or obtained in person by going to one of the branch GPO offices in 20 major cities including Boston, New York and Philadelphia.

The Census Bureau initiated a new federal-state cooperative program last year called the State Data Center Program. The objectives were to improve access to and use of census data, reduce costs for providing data user services and initiate a feedback mechanism to identify data user needs and problems. New York State is currently in this program and Connecticut is expected to join shortly.

While anyone can purchase data from the Census Bureau on computer tape, many users find it more convenient and less expensive to turn to an organization which has already obtained and worked with computer tapes for data processing assistance. These organizations register with the National Clearinghouse for Data Services. They are not franchised or supported by the Census Bureau and vary considerably with regard to services offered and fees charged. We can tell you which organizations provide which services.

Please feel free to call me or any other data user service officer in Boston for assistance.

HOW TO SUCCEED USING FILM

A 18-minute color film entitled, Energy Policy: The Local Solution is available rent free from the Northeast Regional Center for Rural Development, Cornell University, 293 Roberts Hall, Ithaca, NY 14853. It can also be obtained from Marian Feeney, Program Leader, Community Energy Conservation, Policy and Housing, at SEA/EXT-CRD, U.S. Department of Agriculture, Washington, DC 20250.

The film gives the viewpoints on energy of three Congressmen: Senator Paul Tsongas, Massachusetts; Representative Richard Ottinger, New York; and Representative Anthony Toby Moffett, Connecticut. They discuss the opportunities for community energy management, the relationship of federal policy to local policy, new federal initiatives to help community efforts and the roles of citizens and local government in solving the energy problem.

The film emphasizes that the potential for energy production and conservation at the local level is just beginning to be explored.

HOW TO SUCCEED USING PEOPLE

Debbie Krichbaum
Energy Specialist
Energy Technical Assistance Program
University of Maryland

Developing and implementing a comprehensive energy plan for your locale requires a collection of energy usage data for the past, present and projected future. This energy profile can at times become almost overwhelming in terms of the amount of information you intend to integrate into a written energy plan. Faced with this data, it is almost easy to focus totally on these facts and to unintentionally lose sight of those people who are involved in the comprehensive plan.

The people I'm referring to are those actually involved in implementing the plan and those who are affected by the plan's implementation. Much of the energy problem is really a people problem -- a process of attitudes, decisions and implementation strategies.

For this reason I would like to offer some suggestions to help you focus on people at the same time you are dealing with the data you intend to weave into a comprehensive energy plan.

Bruce Sorter, Nan Booth and I, specialists in the Cooperative Extension Community Resource Development and Energy program of the University of Maryland, developed a list of factors that contribute to successful energy programs and behavioral change in response to a request from the Urban Institute. These factors all relate to increasing the participation and commitment of the people involved with the energy plan.

The effectiveness of any program is determined by how the people affected or involved respond. I suggest using the following list as a guideline at all stages in the development of the energy plan.

For example, the people involved need to know what resources are available and where they can locate them. This particular success factor is logical at the planning, implementation and evaluation stages. Similarly, the people involved should feel that the results of the program provide a beneficial impact upon the larger community. Without this attitude, success of a program is seriously threatened.

Other statements from the list relate closely to a single step of the process -- either planning, implementation or evaluation. For example, the statement that a public commitment by the individuals involved will help to change and maintain a behavior logically relates to the implementation stage where changes in behavior will be required for the success of the plan.

In those cases where you are working with an existing comprehensive plan, the following list may prove useful in "trouble shooting" or in evaluating the effectiveness of the plan. For example, an evaluation often calls for some adjustments to the original plan. Check to see how many of the listed success factors have already been included and which ones might be added or strengthened.

In the case of troubleshooting -- where some part of the plan is running into difficulty because of the people involved -- these statements may offer alternatives to solving the problem.

Obviously these factors do not insure the success of any program or comprehensive energy plan. But by including as many of them as possible, you will make sure that your plan has given proper attention to the most important components -- the people involved and their commitment to the comprehensive energy plan.

FACTORS THAT CONTRIBUTE TO SUCCESSFUL ENERGY PROGRAMS AND BEHAVIORAL CHANGE

B. Sorter, D. Krichbaum, N. Booth

1. Those responsible for planning and implementing a program must intentionally involve an adequate representation of people whom the program will affect.

2. Programs need to be understandable and manageable to actively involve people at the local level so that personal and group commitment can take place.

3. People need to come to a mutual definition of the problem with acceptance of their responsibilities.

4. People need sufficient and clear information to understand the problem.

5. People need to be involved in determining needs and priorities and be active participants in all phases of the program development process in order to be committed to taking action.

6. Programs should initially relate to the current needs and priorities of the people concerned rather than to long-term objectives.

7. People need to know what resources are available and where they can locate them. Resources need to be sufficiently adequate to solve their problem.

8. People need to identify what choices or alternatives are available to solve their problems.

9. People need to identify the costs and benefits of each alternative.

10. People need to be involved in selecting the best alternative choice to the problem.

11. People need to experience control over the appropriate phases of the program that affect them.

12. A public commitment by the group members will help to change and maintain behavior.

13. Programs need to be directed toward groups of people so that group influence can facilitate behavioral change.

14. People need to feel that a change in behavior is in their self-interest.

15. People tend not to change behavior. They may find their current behavior increasingly attractive if they are coerced and denied the opportunity to make a choice for themselves.

16. Positive incentives to change behavior work best in a program when coupled with an appeal to loyalty.

17. People need to be able to help themselves and each other in becoming more independent rather than dependent on the program sponsor.

18. People need to be involved in an evaluation of the program alternative chosen after an appropriate period of time has elapsed.

19. People need to see short-term as well as long-term positive results (feedback) from the action they take.

20. The results of the program should provide a beneficial impact upon the larger community.

HOW TO SUCCEED USING PUBLIC RELATIONS

R. Warren McCord
State Leader, Community Resource Development
Auburn University Extension Service, Alabama

There has always been a communications gap between technical experts and community decision makers, but the increased complexity of governmental problems and the improvements in technical approaches to solving them have broadened that gap.

The subject matter experts in technology transfer agencies such as extension have worked hard to develop their capabilities. But in some cases they may not have worked as hard in developing their ability to reach and communicate with decision makers. Technology transfer requires a team approach pairing subject matter specialists with communications specialists and capturing the technical information in a form that will appeal to and be understood by the decision makers.

In the Alabama Cooperative Extension Service (ACES), we've recently used some coordinated approaches to solve this problem. I'd like to share them with you.

Technology transfer agencies can learn much from the communication field. Several research studies have noted the positive relationship between news use and income and education. Socioeconomic factors have been demonstrated as more important in determining readers' media habits than age.[1] Therefore, it is believed that a majority of key decision makers look to daily newspapers and TV news programs for information.

In Alabama, the daily newspaper has traditionally been a major outlet for Extension Service information, both for how-to-do-it material and items of general interest. However, it had been apparent for sometime that daily newspapers were no longer as receptive as they once were to such information, particularly on stories dealing with agriculture. Yet, personal contacts between ACES staff and the daily news media indicated the media thought of extension primarily as a source of agricultural information.

All this prompted a feeling among ACES administration that the ACES effort to inform the public of developments not only in agriculture but other fields in which it had expertise needed to be re-examined and changes instituted.

In reaching decision makers through newspapers and TV, we needed to ask:

Why does an editor select one story or photo for publication and reject another?

Why does he select one story for prominent display and another for "burial" on an inside page?

Why does a reporter choose to write or not to write a particular story?

Four psychological factors emerge in the literature as major influences on the way a reporter or editor treats the preparation of news for publication in newspapers:

- His own attitude, manifested many times in the form of bias
- His perceived attitude of the owner or publisher
- Influence exerted by the news source, primarily through the development of personal friendships or through public relations activities or press agents.

In initiating ACES approach to the news media, we felt we could do something about the first and last items. Lewis Donohew discovered in a study of 17 newspapers in Kentucky that publisher's attitude was a significant force in news coverage, much more so than perceived community opinion or community conditions.[2]

Verne Edwards observed that press agents employ two basic techniques to influence news and opinions in the press.[3] The first involves supplying the media with conveniently prepared materials -- nearly always professionally prepared and packaged -- making it easy for the media to get the news. The other involves nurturing relations with reporters and editors so that they will trust the information source. It has been estimated that more than 1/3 of the nation's news columns are filled by press releases.

A New Approach

About six months ago we decided to go one step further in our attempts to reach decision makers through the media. We instituted a series of briefing sessions of one to two hours in length on rural development issues for the executives and managing editors of Alabama's daily newspapers and TV stations.

Over the past six months, the director, state leader-CRD, community development specialist for health and housing and the land and water resources specialist met with top level staff of all major daily newspapers and TV stations in the state to acquaint them with the issues facing rural Alabamians in the 1980s.

The purpose of these briefing sessions was to acquaint the editors with issues that needed treatment in the newspapers, both through editorial statements and feature story developments. Another motive, of course, was to acquaint the editors with the high level and sophisticated knowledge base that resides in ACES in areas other than agriculture.

These briefing sessions were well received by the news media executives and already have had an effect on the editorial stance, article selection and feature story presentation at these newspapers and TV stations. In all cases, the executives involved expressed surprise and pleasure at the fact that ACES had programs in these areas and is operating at such a high level. In addition, the editors found great delight in the fact that the Extension Service did know about the local situation in these major issues.

The Briefing Sessions

To be successful, such a briefing program with major daily newspapers and TV news sources requires top level sanctioning and teamwork. It also calls for good relations between the information source and the newspaper and TV station already developed through regular contact.

In these briefings and in subsequent news work, the communications and subject matter specialists worked and will continue to work hand-in-glove to:

- Identify appropriate materials to be supplied to newspapers and TV stations at the appropriate time
- Make the presentations in a palatable form for the news executives
- Capitalize on the close working relationships that had been established between the extension communications specialist and the news source.

It should be noted that the director of extension was involved in these briefings although he is not a subject matter expert in the areas covered. Protocol suggests that if we expect to deal with top management in the newspapers, top level extension management also should participate.

We have been reasonably successful in using briefing sessions with decision makers as well as with media executives. Contacts are made with one or more decision makers requesting the opportunity to bring them up-to-date on a particular situation. An example of this type briefing can be seen in the process ACES Sea Grant Advisory Program used to being governmental officials information on the status of the shrimping industry in Alabama.

Because of a variety of problems, including the high cost of diesel fuel, the Alabama shrimping industry is facing disastrous conditions. Yet the governor has chosen not to request a disaster declaration from the president and Alabama shrimpers are ineligible for federal disaster assistance. Alabama's $35 million shrimping industry is confined to the southern portion of two coastal counties and the shrimpers are somewhat isolated from the economic and social mainstream of Alabama.

Two specialists working with the seafood industry gathered data and information that indicated the shrimping industry was indeed in dire circumstances. They requested the opportunity to meet with representatives from the governor's office and local elected officials to review the information. After that the governor's staff had the facts and figures to make a decision.

Incidentally, the specialists in this example did not suggest what the decision makers ought to do. They presented information in such a way that the decision makers could choose alternatives.

Looking for Opportunities

When using personal contacts as a way of getting information to

decision makers, we must always look for opportunities. Working in other ways with the decision makers helps, too. For this reason, ACES has modified its policy regarding staff members serving on advisory boards and committees. Requests for Extension staff members are carefully considered, yet the staff has been granted more opportunities to serve on these panels than in the past.

The state leader-CRD has been named by the governor to serve on the advisory council of the newly created Office of Rural Health Affairs. A state community development specialist has accepted positions on the board of directors of the State Health Coordinating Council, the Alabama Primary Health Care Association and a health systems agency. Two economic development specialists are serving on regional ancillary manpower planning councils and one serves on the advisory committee for the public health services program for merchant sailors. A recreation specialist is a member of the board of directors and is president-elect of the Alabama Parks and Recreation Society.

Appropriate actions by individuals on these boards have increased extension's visibility indicating to prominent decision makers that extension can operate at a high level making significant contributions and providing extension with insights into program opportunities that could not be obtained in other ways.

Visibility, identity and reputation are important in communicating to decision makers. Competition for their time and attention is keen. They receive mail that contains much useful information but in such volume they cannot assimilate it.

Therefore, if you use newsletters, fact sheets and other types of direct mailings, make them professional, streamlined and identifiable to entice decision makers to read them.

To combine the visibility of the Alabama governor's office with the educational credibility of the Alabama Extension Service, a joint newsletter entitled Accent Alabama has been initiated. The newsletter will strengthen relationships with the Office of State Planning and Federal Programs by expediting the flow of research information compiled by that agency. It also will transmit technical information from extension to state and local officials, agency professionals and state and local leaders. The first two issues of this newsletter have been well received by decision makers.

The newsletter will be published quarterly and evaluated after four issues to determine if it is achieving its purpose. The Office of State Planning provides approximately one-half the copy each issue and will pay approximately one-half the direct cost of printing. Articles are solicited from appropriate state and regional agencies, the Alabama County Commission Association and the League of Municipalities.

Leadership Recognition

Leadership recognition has been used for many years by extension as a way of motivating community leaders and attracting attention to the local leaders efforts. Such recognition provides yet another opportunity to educate community leaders, especially key decision makers.

For example, ACES held a recognition luncheon last May on the Auburn campus to express appreciation to five industrial developers who participated in workshops and county meetings and co-authored and reviewed publications for us. The event also afforded the opportunity to expose the new Auburn University president to extension's rural industrial development program. It permitted us to acquaint major utility, railroad and chamber of commerce executives (the bosses of those being honored) with ACES programs and programming potential.

The luncheon received good media exposure in the state press, Auburn University faculty newspaper and house organs of the firms and agencies involved. ACES garnered expressions of confidence from the president, vice president and extension director of the University.

In summary, decision makers need information to help them deal with short and long-term problems facing their communities. Agencies, such as extension, have information that can help the decision makers. The challenge, therefore, is to get the information to the decision makers at the right moment and in a form they can and will use.

To do that, we must:

- Maintain contact with decision makers
- Become identified as an accessible, reliable source of information
- Seek help from communications experts.

References

1 John C. Doolittle, "News Media Use by Older Adults," Journalism Quarterly, summer 1979, pp. 311-317, 345.

2 Lewis Donohew, "Newspaper Gatekeepers and Forces in the News Channel," Public Opinion Quarterly, 31, 1967, pp. 61-68.

3 Verne E. Edwards, Jr., Journalism in a Free Society, William C. Brown Company Publishers, Dubuque, IA, 1970.

HOW TO SUCCEED USING VIDEO

Tim Kennedy
Doctoral Candidate, Cornell University
Formerly with Alaska Community Enterprise
Development Corporation

It's difficult to organize a local native community to present its problems to governmental officials. There's a cultural barrier. There's often a language barrier. There's a communications barrier, too, between the natives, those who wish to assist them and the officials.

In Alaska, we tried a new way of affecting better communications. The $200,000 SKYRIVER program funded by the Office of Economic Opportunity through the Community Enterprise Development Corporation utilized film and video tape to explain one group's problems to the other.

It recorded the problems of rural communities as seen by the people themselves. A local native resident interviewed villagers asking them to give their opinions on various issues. Interviewees could speak in their own language if they so desired -- later their words were translated into English.

Participants reviewed the rough film clips and decided how much they wished to include. They could veto or change content as they wished. The final film or video tape was voted on by the community because its purpose was to develop a consensus of community feelings.

When finished, the film was presented to governmental officials who could then respond to the suggestions of the people.

This process helped the native peoples focus more clearly on the issues affecting them. It gave them a feeling of collective power as they recognized they had an organized group effective in stimulating action from government and business.

ENERGY CASE STUDIES

Clockwise from right:

- Martha Smith, Extension, MA
- Ernest Saunders, Extension, VT; Michael Pitts, ACTION, NY
- Nick Carbone, Consultant, CT
- Mal Bevins and Barry Stryker, Extension, VT
- Debbie Kirchbaum, Extension, MD; Pam Rose, DOE; Alice Levine, SERI; Harry McDonough, POWER; Gerard Ridzon, NESEC

ALLEGHENY COUNTY, PENNSYLVANIA

Alec Wisch
Energy Coordinator, Carnegie-Mellon University
Formerly Chief of Allegheny County Energy Division

The Issue

The use of energy in Allegheny County exceeds that of 23 of the 50 states. Realizing this the county applied for and received one of 17 comprehensive Community Energy Management Planning contracts awarded by Argonne National Laboratory for the U.S. Department of Energy. The State of Pennsylvania did not provide funding for local efforts.

Strategies to Address Issue

The staff of the Energy Division organized two advisory committees to chart program progress and assist in conducting the community energy audit. The policy advisory committee, chaired by a local news personality, reviewed and advised the project. The committee expanded issues, objectives and alternatives drafted by the staff. The technical advisory committee reviewed the energy audit and supplied raw data when needed. The committee was made up of technical experts from utilities and energy suppliers. Some of the energy/production strategies considered were coal gasification, using garbage to help generate downtown district steam and the feasibility of car pooling and van pooling downtown.

Action Plan

Concurrent with carrying out the planning project and energy audit, the staff went after "targets of opportunities" such as state and federal monies for energy audits, electrical vehicles and technology grants. They hoped to provide Allegheny County with an ongoing comprehensive energy program. They tried to work on projects that had community and industrial support so the plans had a reasonable chance of success. This was especially important in an environment where the decision makers had difficulty acknowledging the existence of an energy program.

Evaluation

The program eventually was incorporated into the existing transportation bureau of the planning department which was county funded. The county, therefore, will have an ongoing energy planning function long after the federal contract is ended. The positioning of the energy program in the planning department was fine for planning stages but there's a question whether implementation will be successful from this location. Rapid implementation of the successful energy audit also looks doubtful because the state stopped funding audit programs. The county also returned a $500,000 federal grant received for 35 electric vehicles. But the commissioners are becoming more aware of energy problems and hopefully will implement the final plan.

CHEMUNG, STEUBEN, SCHUYLER COUNTIES, NEW YORK

Robert M. Kleinman
Director, County Energy Project
National Association of Counties
Formerly with Southern Tier Central Regional Planning
and Development Board (NYS)

The Issue

The Southern Tier Central Regional Planning and Development Board became active in energy planning in 1976 following several natural gas cutbacks to the region. It decided to look for stable energy supplies that would contribute to the local economy.

Strategies to Address Issue

The staff wanted to involve local volunteers in energy planning. With the help of federal grants, the planning board developed an educational program to make energy data understandable to the public. The staff assembled an energy-use profile for the three-county area, developed a handbook on renewable energy and prepared a renewable resource inventory and map. These tools gave citizen groups the background to understand the energy problem and the alternatives.

Action Plan

Four groups of volunteers tackled problems in particular categories: 1) environment, agriculture and natural resources; 2) industry, commerce, finance and labor; 3) disadvantaged, education, legal, religion and medicine; 4) building construction, transportation, land use and housing.

A role-playing "energy emergency" gave the groups a basis from which to develop real energy conservation programs for the three-county area. They not only looked at the potential shortages and policies to alleviate them, but also at the social, environmental and economic future of their communities under energy shortages.

Evaluation

Citizen understanding of the local energy situation greatly increased as the educational approach helped residents overcome their feelings of powerlessness. The translation of their increased knowledge into concrete plans and action has begun. Each county now has an energy coordinator. Schuyler County developed a transportation plan. Together the three counties set up a regional energy development corporation.

FRANKLIN COUNTY, MASSACHUSETTS

Carmen Buell
Energy Planner
Franklin County Office of Energy

The Issue

Local residents recognized the energy issue in the 1970s and by 1977 several town energy committees had formed. As the county officials realized the ground swell and need for energy planning, they established the volunteer Energy Task Force with a county Office of Energy to staff the program efforts.

Strategies to Address Issue

Representatives from each of the county's 26 towns made up the Task Force along with representatives from local utilities, fuel companies, educational organizations and governmental agencies. The Task Force operated on a county level with town committees concerned at their governmental level. Monthly meetings of the Task Force kept the county group up-to-date on town activities.

Early on the Task Force decided to avoid issues that would create dissension (i.e. nuclear or putting blame on certain businesses). It worked hard to establish good relations with the media, loading them with materials and being open at all times.

Action Plan

A basic groundwork was laid in energy administration, data collection and policy development. Specific programs undertaken included a statistical profile of county energy use, a public energy survey and an inventory and rating of 137 local dam sites. The Task Force then developed a five-year plan for county energy goals and policy.

Now, Franklin County is in the implementation stage of the plan and must look for creative financing especially given the governmental economic climate in Massachusetts. The Task Force hopes to work closely with the private sector in securing financing for energy plans.

Evaluation

The three-year old energy program has been so successful that a DOE local government initiative called Community Efficiency Now: Ten Steps (CENTS) has been modeled after the Franklin County program. Twenty-three of the 26 towns in the county independently established their own energy committees. Many of the all-volunteer committees are still going strong largely because they set realistic tasks resulting in good feedback and response from their communities.

HARTFORD, CONNECTICUT

Nicholas Carbone
Vice President, Hartford Policy Center
Formerly Deputy Mayor, Hartford City Council

The Issue

The cost of oil for home heating impacted severely on Hartford's housing situation in 1979 with 72 percent of all units using oil. In addition 75 percent of housing structures were non-owner occupied. Realizing this, the City Council commissioned two studies: 1) The effect of further anticipated increases in the price of fuel oil, and 2) The identification of specific structures likely to experience heating problems and possible abandonment.

Strategies to Address Issue

The City Council declared a housing emergency and developed a policy to "reduce the impact of energy costs on city residents, particularly low and moderate income families, by establishing and supporting cost savings and avoidance programs that encourage or provide energy conservation, housing preservation and financial assistance." The energy plan stressed both public and private channels of financing and explored health and safety laws to implement housing improvements. By computer, the city analyzed structures containing a high number of elderly or low income families and receiving prior complaints about lack of heat.

Action Plan

Hartford developed a Coordinated Energy Response Center to integrate energy efforts. The city and the local Community Action Agency cooperated in coordinating weatherization and assistance programs. Structures targeted by computerization were inspected by housing code enforcement officers. Weatherization kits were provided to improve heat utilization. Landlords unwilling to cooperate in maintaining minimum heat levels or unresponsive to housing code violations or contemplating housing abandonment faced city rent receivership under state housing laws. This represented the last recourse. The city also received HUD funding to reduce housing abandonment through energy conservation. A public information campaign, financed by area businesses, attempted to help tenants learn how to weatherize and conserve energy. Many departments in city government cooperated in the program including aging, social services, inspections, police and fire.

Evaluation

With a new administration in power, the energy unit was dissolved. Several programs were shifted to other established departments. A tenant-landlord information program has been proposed. Still, the problem of racial tension is again on the rise and human life is in jeopardy.

NORTHAMPTON, MASSACHUSETTS

Harry McDonough
Director, POWER Project, Wilbraham, MA
Formerly, Northampton Energy Coordinator

The Issue

The BUN Project (Button Up Northampton) phase II aimed at saving homeowners approximately one-quarter of their home heating bill per year. It was estimated that 70 percent of Northampton homes had little or no attic insulation.

Strategies to Address Issue

A coordinated community effort attacked the attic insulation drive sponsored jointly by the city of Northampton, area banks, Massachusetts Electric, Bay State Gas Company, the Chamber of Commerce, the Hampshire County Planning Department, Hampshire County Human Services Coordinator, Hampshire Community Action Commission, the Energy Crisis Assistance Program team and area merchants.

Action Plan

The drive helped homeowners take advantage of group rates for installing attic insulation in residential, business and industrial properties in an off-season period for the insulation contractors. Energy auditors determined the need for insulation, answered questions as to cost and drew specifications for the bid process without charge. The city bid by neighborhood groupings for those who requested the service. Bids were awarded to Bay State Gas-certified contractors. The gas company guaranteed the work for three years. Banks provided low interest loans as needed. Massachusettts Electric offered bonuses to participating heating customers. Homeowners were reminded of income tax incentives for energy improvements.

Evaluation

More than 200,000 gallons of oil were directly saved in Northampton by this project with 450 homes insulated out of 4500. Because of group bidding and off-season installation, the cost to the homeowners was 40-60 percent below normal rates, often lower than if owners had done it themselves. Attic insulation was picked as the area of concentration because of its relatively high rate of return on investment. There were no direct city, county, state or federal tax dollars involved in this program.

PORTLAND, OREGON

Marion Hemphill
Energy Consultant
Formerly with City of Portland Energy Office

The Issue

The City of Portland wanted to develop a public-private partnership to conserve the use of energy. It set aside a certain percent of the city budget for energy improvements. The political philosophy proved favorable to action and the thrust offered a collaboration the private sector could live with.

Strategies to Address Issue

The city planners decided to work on local laws affecting energy conservation. Then since they found lawyers weren't well acquainted with the land use law, the planners wrote up a model contract for energy conservation. They worked through government to encourage energy savings where possible. To encourage private business to save energy, they cooperated in plans to van or bus pool for commuters, rewarded developers who conscientiously tried to save energy and in other ways made the effort a partnership. Education formed a large part of the approach.

Action Plan

The role of city government was established as marketing energy efficiency. The planning group worked on economic development, energy savings and establishment of additional jobs. It began an energy audit due for completion in 1984 and encouraged small businesses to look at energy as a cost-effective effort. It also rewrote portions of city housing codes to encourage energy conservation. The city used the concept of self-sufficient neighborhoods in its zoning changes trying to keep energy costs for transportation to a minimum.

Evaluation

The tallies are not complete in this energy effort, but awareness by the private sector of energy savings has increased greatly. Having the local government concerned and aware of the need to conserve helps.

Clockwise from below:

- Rob Kleinman and Gerri Hill, NACo; Alice Levine, SERI
- Marion Hemphill, Consultant, OR
- Doug Angle, Extension, DE
- Mal Bevins and Barry Stryker, Extension, VT
- Carmen Buell, Planner, MA

COMMUNITY ENERGY PLANS AND PLANNING METHODOLOGIES: A PRELIMINARY BIBLIOGRAPHY

Michael J. Meshenberg
Energy and Environmental Systems Division
Argonne National Laboratory

This preliminary bibliography has two sections. The first is an extensive listing of plans and studies prepared by communities covering various aspects of energy management. Some are brief policy statements while others are detailed efforts in developing prototype planning approaches and applying them to a particular community situation. Many of the latter were sponsored by the U.S. Department of Energy or its predecessor, the Energy Research and Development Administration.

The second section lists a few manuals on comprehensive community energy management planning. They differ from the previous set as they have not necessarily been applied to actual communities.

Section I: ENERGY PLANS AND STUDIES*

ALASKA STATE CAPITAL. *Minimizing Consumption of Exhaustible Energy Resources Through Community Planning and Design Guidelines: Final Report (Draft).* Prepared for U.S. Energy Research and Development Administration. May 1977. 130 pp. Alaska Division of Energy and Power Development, Department of Commerce and Economic Development, 338 Denali Street, Anchorage, AK 99051.

This study was prepared following a decision in 1974 to build a new Alaska state capital on an undeveloped site 40 miles north of Anchorage. The 11-month study, with several consulting firms and about 20 separate reports, was intended to:

-- Identify and analyze techniques which can minimize the consumption of exhaustible energy resources in a new community.

-- Develop guidelines to assist community planners and designers in the incorporation of these techniques.

-- Analyze the application of these techniques to the new Alaska state capital.

Other objectives were to develop a methodology for the assessment of these technologies and the environmental, social, political, and institutional impacts of their evaluation.

This report summarizes the results of the study.

*Listed by location.

ALLEGHENY COUNTY, PENNSYLVANIA. *Regional Energy Policy Alternatives: A Study of the Allegheny County Region.* Final Draft Report, Phase I. Carnegie-Mellon Institute of Research. October 10, 1977. 111 pp. C-MIR, 4400 Fifth Avenue, Pittsburgh, PA 15213.

This is part of a larger study to examine long and short-term energy issues. It reviews the immediate causes of the previous winter's energy shortages and their impact on different groups. A later study is intended to look at national and longer-term issues.

ANAHEIM, CALIFORNIA, lead city of the California Innovation Group. *Urban Energy Management Study -- Final Report Summary: Implementation.* September 1977. Federal Energy Administration and Office of Policy Development and Research, U.S. Department of Housing and Urban Development.

The final report of a four-part study, it includes: (1) A study of energy conservation practices in the member cities of the California Innovation Group consisting of Anaheim, Burbank, Fresno, Garden Grove, Huntington Beach, Pasadena, San Diego City and County, San Jose, Santa Ana and Santa Clara City; (2) A study of energy supply and demand patterns in Anaheim; (3) Preparation of a preliminary Urban Energy Management Plan for Anaheim, applicable to other cities; (4) A final summary of implementation steps taken by Anaheim, CIG member cities and other local agencies.

Other reports produced are:

VOL. I *Executive Summary.* July 1976.
VOL. II *Project Overview and Energy Conservation Survey.* July 1976.
VOL. III *Energy Supply and Demand.* July 1976.
VOL. IV *Energy Management Plan.* July 1976.

ATLANTIC CITY, NEW JERSEY. *An Energy Integrating Master Plan for the City of Atlantic City, New Jersey: Energy Conservation Element.* Offices of Angeles C. Demetriou, A.I.A. Prepared for the U.S. Department of Energy, Division of Buildings and Community Systems. November 1978. 294 pp. Atlantic City Planning Board, City Hall, Atlantic City, New Jersey 08401.

The report covers "a pioneering and painstaking effort to address community energy concerns and options in a methodic and systematic manner, to integrate them in the planning process and ultimate development plans and to provide the city's governing body with effective guidelines, instruments and mechanisms to monitor and secure orderly growth in the community under both current and anticipated or contingency circumstances." It is intended as a prototype for redeveloping cities throughout the country. The report's sections are: Community Energy Determinants; Community Energy Goals and Objectives; Energy Conservation Options; Energy Integration; Community Energy Management, and Energy Conservation Implementation Plan

The final report was preceded by two technical reports:

Conceptual Energy Systems Plan for the Atlantic City Integrating Master Plan. November 1978. 207 pp.

Review Analysis and Evaluation of Passive Energy Options. August 1978.

AUSTIN, TEXAS. *Residential Energy Requirements and Opportunities for Energy Conservation.* Jerald W. Jones and Burkley J. Hendrix. Presented to the City Council, September 1975. 33 pp. City of Austin, P.O. Box 1088, Austin, Texas 78767.

The study examines the effects of variation in single-family home design, construction materials and use patterns on residential energy requirements, and identifies and evaluates energy conservation opportunities. It is based on a detailed computer analysis and billing histories.

BALTIMORE REGIONAL PLANNING COUNCIL. *General Development Plan: Energy Resources Plan.* 1978 (?). RPC, 701 St. Paul Street, Baltimore, MD 21202.

This part of the GDP evaluates current regional energy demand and encourages a number of conservation programs which can be achieved at the state, metropolitan and local levels.

BELLEVUE, WASHINGTON. *Energy Impact of Development.* Proposal to the State Energy Demonstration Project Grant Program. February 1977. 12 pp. City of Bellevue, P.O. Box 1768, Bellevue, Washington 98009.

This is a proposal for a state-funded grant project to investigate the energy impacts of alternative forms of development. Work began in June 1978.

CENTRAL NAUGATUCK VALLEY REGIONAL PLANNING AGENCY. *Energy.* July 1975. 28 pp. CNVRPA, 20 East Main Street, Waterbury, Connecticut 06702.

The report includes an inventory of energy consumption within the CNVR and an analysis of strategies for conserving and more effectively using energy within all sectors of the economy. Adopted July 21, 1975.

CHENEY, WASHINGTON. *Community Energy Management Program.* Washington State Energy Office, 400 East Union, Olympia, Washington 98504.

Reports on part of the State Energy Conservation Program to demonstrate the feasibility of a community-wide effort for energy conservation.

CLARKSBURG, WEST VIRGINIA. *Comprehensive Community Plan for Energy Management at Clarksburg, West Virginia.* (Document No. ORO-5010-01). City of Clarksburg and Inter Technology Corporation. Sponsored by Division of Buildings and Community Systems, U.S. Department of Energy. September 1976. 300 pp. National Technical Information Service, Springfield, Virginia 22161.

Intended as a model approach to developing a community energy plan, the report identifies physical opportunities for energy conservation in the residential and commercial sectors and develops a detailed plan for immediate and long range energy management that can be implemented by a local government. Part A presents a detailed methodology and Part B applies the methodology to Clarksburg, with a brief evaluation and suggested areas of improvement.

COLUMBIA REGION ASSOCIATION OF GOVERNMENTS (Portland, OR). *CRAG Region Energy Analysis Series.* Michael N. Weinstein and Associates, 840 E. 43rd Avenue, Eugene, Oregon 97400.

A series of reports entitled:

Critical Energy Issues. August 1976.
Corridor Analysis. Report No. 1. January 1977.
Energy Housing Information Base. Report No. 2. June 1977.
Energy-Efficient Residential Development. Report No. 3. June 1978.

DAYTON TASK FORCE ON ENERGY. *Interim Report to the City Commission.* Office of Intergovernmental Affairs. April 1977. 5 pp. Task Force on Energy, Municipal Building, Third and Ludlow Streets, Dayton, Ohio 45401.

The report outlines basic energy problems facing Ohio, past, present and future energy trends and the local impact of energy problems. It discusses conservation measures, development of alternative energy sources -- steam, solar and biofuels -- and involvement in rate structure change and lobbying efforts.

_____. *Final Report to the City Commission.* December 1977. 49 pp.

The Task Force recommends an urban energy policy consisting of: (1) energy management program; (2) a public information program; (3) utility rate review; (4) building code revisions; (5) legislation; and (6) prohibition of utility cutoffs. The report results from a charge to the Task Force by the City Commission covering seven areas of energy concern. It was approved by the commission on January 11, 1978.

DODGE CITY, KANSAS. *Energy Supply Evaluation.* Williams Brothers Engineering Company. July 1977. 117 pp. City of Dodge City, 705 First Avenue, Dodge City, Kansas 67801.

This report was commissioned by the city to prepare recommendations to overcome its long and short range energy problems. It identifies and assesses the energy situation, identifies and assesses the options available and proposes a recommended course of action involving both conservation and supply modification. It particularly recommends establishing a municipal energy utility.

FAIRFAX COUNTY ENERGY CONSERVATION TASK FORCE. *Report.* April 1978. 66 pp. Board of Supervisors, 4100 Chain Bridge Road, Fairfax, Virginia 22030.

The report contains 63 recommendations for energy conservation in such areas as residential, institutional/governmental, land use, transportation, alternative energy sources and commercial/industrial.

GREATER BRIDGEPORT REGIONAL PLANNING AGENCY. *Regional Energy Use Study.* 1977. Greater Bridgeport Planning Agency, 525 Water Street, Bridgeport, Connecticut 06604.

The study documents, for calendar year 1976, the region's energy supply and demand, fuel types, costs and primary energy consumers. Data were obtained from local sources and comparisons are made with state and national trends.

HELENA, MONTANA. *City Energy Report Two.* December 30, 1977. City of Helena, Civic Center, Helena, Montana 59601.

A report on energy use, progress toward conservation and recommendations for city operations.

HILLSBOROUGH COUNTY, FLORIDA. *Energy Basis for Hillsborough County: A Current and Historic Analysis.* Center for Wetlands, University of Florida. February 1979. 87 pp. Hillsborough County Environmental Protection Commission, Energy Department, Tampa, Florida 33617.

The objectives of this study were to: prepare a document that will make the citizens of Hillsborough County more aware of energy issues; collect and evaluate energy related data for the county; pinpoint potential problem areas with respect to energy supplies and demands, and recommend ways of dealing with energy problems at the county level. Based on energy system models developed for the study, the report recommends that the county: develop an adequate energy data base, cataloguing system and monitoring system; investigate the potential for using renewable energy resources, and reevaluate county level policies with regard to energy effectiveness.

HOBBS, NEW MEXICO. *Development of a Comprehensive Community Energy Management Plan for the City of Hobbs, New Mexico.* University of Oklahoma. Sponsored by the U.S. Energy Research and Development Administration. August 1976. 200 pp. Center for Economic and Management Research College of Business Administration, University of Oklahoma, Norman, OK 73019

This is in a series of ERDA/DOE-sponsored reports in which a methodology for community energy planning is developed and then applied to a particular community. The report presents the methodology, an overview of Hobbs, energy impact assessment, alternative energy sources, a comprehensive energy management plan and a summary of institutional mechanisms to implement the energy plan.

KING COUNTY POLICY DEVELOPMENT COMMISSION, Ad Hoc Energy Conservation Committee. *Report on Energy Conservation Policies for King County.* Adopted by the Commission, September 1976. Energy Conservation Office, King County Executive Offices, 440 King County Courthouse, Seattle, WA 98104.

Written as a chapter of the County Plan, this report consists of policies for land use and development, site planning, design and construction, transportation, county operations, intergovernmental realtions and education.

LAGRANGE, GEORGIA. *LaGrange Energy Resource Management Program.* James Wright Associates, Inc., and Sizemore and Associates. November 1977. 353 pp.

This is a detailed background report and energy plan for the city.

LOS ANGELES COUNTY REGIONAL PLANNING COMMISSION. *Energy Element of the Regional Plan.* LACRPC, 320 West Temple Street, Los Angeles, CA 90012.

The Board of Supervisors authorized this as an ongoing effort on August 16, 1977. The first report is: *The Current Energy Situation,* March 1978.

MECKLENBURG COUNTY, NORTH CAROLINA. *Energy Needs Plan: A Proposal.* E.K. Hoffman. March 28, 1977. 3 pp. Mecklenburg County Engineering Department, 1501 I-85 North, Charlotte, NC 28216.

The brief proposal offers to do an energy plan.

MEMPHIS AREA CHAMBER OF COMMERCE, Citizens Energy Study Committee. *Future Energy: A Study for the Future Growth of Memphis.* March 1976. 78 pp. Stephens Consultant Services, Inc., Union Life Building, 7th Floor, 212 Center, Little Rock, AR 72201.

This study recommends that the city convert from primarily a petroleum-based technology to one based on coal and offers an analysis, with costs, of conversion.

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS. *Energy, Land Use, and Growth Policy: Implications for Metropolitan Washington.* Second Edition. James S. Roberts, Real Estate Research Corporation. August 1975. 115 pp. MWCOG, 1225 Connecticut Avenue, N.W., Washington, D.C. 20036.

The report analyzes the interaction of metropolitan land use change and energy consumption in the Washington Metropolitan Area by examining alternative development scenarios.

_____. *Impact Assessments: 1980, 1985, 1995 -- Energy Implications of Growth Forecasts.* The Metropolitan Growth Policy Program. April 1977. 88 pp.

The report includes detailed forecasts and analyses of growth and its impact on energy consumption.

MID-WILLAMETTE VALLEY COUNCIL OF GOVERNMENTS. *Salem Urban Area Energy Study.* March 1978. 106 pp. M-WVCOG, 220 High Street, Salem, OR 97301.

This report identifies and describes the relationship between various land uses and energy consumption and describes problems with planning energy-efficient development. It includes policy recommendations for various land use categories and for building construction and economic development.

MONTGOMERY COUNTY COUNCIL. *Energy Conservation Plan.* Adopted October 26, 1978. 61 pp. Montgomery County Executive, County Office Building, Rockville, MD 20850.

This is the first plan prepared under the County's Energy Conservation Program. A brief summary of the County's energy picture is presented with a series of recommendations for the public and private sectors and proposed legislation. It includes sections on coordination with public agencies and the private sector and a proposal to establish a new energy conservation office.

NORTH CENTRAL PENNSYLVANIA REGIONAL PLANNING AND DEVELOPMENT COMMISSION. *Regional Energy Plan.* Interim Report. June 1978. 55 pp. NCPRPDC, 218 Main Street, Box 377, Ridgway, PA 15853.

This is a background report covering energy supply and demand in this coal-mining region of Pennsylvania.

ORANGE COUNTY, NORTH CAROLINA. *Energy Conservation Program.* Integrated Energy Systems. July 1978. County Commissioners, Orange County, Hillsborough, NC 27278.

The two volumes of this report are:

Vol. I. *Program Summary and Description.* 102 pp.
Vol. II. *Detailed Reports, Forms, Resolutions.* Var. pag.

PORTLAND, OREGON. *Portland Energy Conservation Demonstration Project.* Distributed by National Technical Information Service, Springfield, VA 22162.

11-volume series includes:

Vol. 1. *Preliminary Energy Data and Analysis.* June 1977.
Vol. 2. *Energy Information Retrieval System.* June 1977. 172 pp.
Vol. 3. *Summary of Conservation Choices.* June 1977. 97 pp.
Vol. 3A. *Residential Conservation Choices.* June 1977. 111 pp.
Vol. 3B. *Transportation and Land Use Conservation Choices.* June 1977.
Vol. 3C. *Commercial Conservation Choices.*
Vol. 3D. *Industrial Conservation Choices.*
Vol. 3E. *Governmental Conservation Choices.*
Vol. 4 *Model Local Code Revisions for Energy Conservation.* June 1977. 159 pp.
Vol. 5. *Capital Budgeting and Energy Use.* June 1977. 67 pp.
Vol. 6. *Project Overview.* June 1977. 88 pp.

_____. *Proposed Energy Policies for Portland.* Discussion Draft. April 1979. 18 pp. Energy Advisor, Policy Development and Research Section, Office of Planning and Development, 620 S.W. Fifth Avenue, Portland, OR 97204.

This draft for public review and discussion presents a series of six policy recommendations to support the city's conservation goal.

RIVERSIDE, CALIFORNIA. *Integrated Community Energy Plan for Riverside, California.* Final Report, Phase I. Prepared for U.S. Department of Energy, Office of Assistant Secretary for Environment, Office of Technology Impacts, Division of Regional Assessments. Battelle Columbus Laboratories, 505 King Avenue, Columbus, OH 43201. January 1979. Three volumes.

This report includes a methodology for preparing a community energy plan and a specific application of the methodology to the city of Riverside. It includes a general audit of the city, demand profiles and projections of the total energy demand to year 2000, followed by a series of conservation and alternative fuel strategies.

ROCKVILLE, MARYLAND. *Energy Management Plan.* The Energy Task Force. Submitted to the Mayor and Council in January 1977. 7 pp. City of Rockville, Maryland at Vinson, Rockville, MD 20850.

The brief plan calls for an approach to energy management involving conservation, resource recovery and alternative energy generation. Sectors considered are city government, residential, commercial/industrial and transportation.

SAN DIEGO COMPREHENSIVE PLANNING ORGANIZATION. *Regional Energy Plan for the San Diego Region.* Draft report. Licciardello, Davis and Associates. May 1978. 209 pp. SDCPO, Suite 524, 1200 Third Avenue, San Diego, CA 92101.

This draft report describes current energy use and forecasts future demand. It discusses present demand and potential for reducing the rate of growth in demand and the total cost of energy to businesses. A program of actions to conserve energy and encourage the use of alternative energy sources is proposed for implementation by local governments.

SAN DIEGO COUNTY, CALIFORNIA. *Energy Element.* Part XI of the San Diego County General Plan, 1990. Adopted by the Board of Supervisors, November 15, 1977. 18 pp. San Diego County, 1600 Pacific Highway, San Diego, CA 92101.

The plan includes goals, policies and action programs for resource information and coordination, conservation and supply.

SAN DIEGO COUNTY, CALIFORNIA. Integrated Planning Office. *San Diego County General Plan: Energy Element Data Base.* August 1977. 200 pp.

Background for the energy element, this report contains data on national, state and county energy problems, electricity, natural gas, energy use by sector, alternative energy sources and the energy reclamation aspects of solid waste management.

SANTA CLARA COUNTY, CALIFORNIA. Energy Task Force. *Comprehensive Energy Management Plan.* Santa Clara County, Environmental Management Agency, Planning Department, County Government Center, East Wing, 70 West Hedding Street, San Jose, CA 95110.

A series of five reports:

No. 1. *Energy Use and Supply in Santa Clara County.* 79 pp.
No. 2. *Future Energy Needs of Santa Clara County.* 53 pp.
No. 3. *Energy Implications of Land Use and Transportation.* 44 pp.
No. 4. *Energy Conservation in Construction and Design.* 48 pp.
No. 5. *Energy Conservation and Management in County Government Facilities.* 87 pp.

SARASOTA COUNTY, FLORIDA. *An Overview Energy Analysis of Sarasota County.* Neil G. Sipe. Prepared for the Sarasota County Department of Planning. November 1978. 53 pp. Department of Urban and Regional Planning, University of Florida, Gainesville, FL 32611.

The study helps county leaders understand the energy situation in the county and identifies the major energy supply and demand problems which will face the county in the near future. Based on secondary data, the report offers an energy profile of the county and develops a county energy system model. The report concludes that a comprehensive planning methodology

should be applied to the county with the following six steps: develop an adequate energy data base; identify the major energy consumer sectors; determine which sectors have the greatest potential to save energy; develop alternative energy conservation programs; select the most appropriate program, and develop an evaluation and monitoring program.

SOUTH FLORIDA REGIONAL PLANNING COUNCIL. *Transportation Energy Conservation.* May 1977. 26 pp. South Florida Regional Planning Council, 1515 N.W. 167th Street, Suite 429, Miami, FL 33169.

The draft report identifies two basic strategies for conserving energy in transportation: more energy-efficient transportation system alternatives and land use management techniques which reduce transportation energy consumption. It includes recommended policies for each strategy.

_____. *Urban Systems Element of the Land Use Policy Plan for South Florida: Energy Component.* Adopted March 1978. 5 pp.

"This section includes eight adopted regional policies to promote energy conservation and identifies broad areas for local government action as an end user including the use of land management approaches to conserve transportation energy consumption, zoning, subdivision regulations to encourage higher density development as well as an intermixture of land uses and the timing and location of public facilities to lead development in more energy-efficient patterns."

SOUTHWEST GEORGIA AREA PLANNING AND DEVELOPMENT COMMISSION. *Energy Management and Conservation in the 14-County Southwest Georgia APDC.* Georgia Institute of Technology and Georgia State Energy Office. January 1976. 134 pp. SWGAPDC, P.O. Box 346, Camilla, GA 31730.

"This report represents an initial effort to establish a substate energy management and conservation program for the 14-county southwest Georgia APDC. The text addresses four types of energy sources: electrical; natural gas; gasoline, diesel and fuel oil, and L.P. gas."

TOLEDO METROPOLITAN AREA COUNCIL OF GOVERNMENTS. *Areawide Development Plan: Energy.* 1977. TMACOG, 420 Madison Avenue, Suite 725, Toledo, OH 43604.

The plan deals with "energy efficiency as a viable alternative strategy to increasing the availability of energy sources and for economic growth. Objectives, policies, criteria and implementing procedures were established for the industrial, commercial, residential and transportation sectors." It also includes a section on solar energy sources. Adopted 1977.

ENVIRONMENTAL DESIGN COMPANY. *Energy Systems and Design of Communities: Final Report.* Prepared for the National Energy Council of Greece and the U.S. Energy Research and Development Administration. May 1978. Three Volumes. U.S. Department of Energy, Buildings and Community Systems Division, 20 Massachusetts Avenue, N.W., Washington, D.C. 20545.

These draft reports are the product of a joint agreement between the governments of Greece and the U.S. to: (1) develop a methodology integrating town planning and energy system design techniques and is meant as a tool to be used by multi-disciplinary teams engaged in the planning of new communities with the purpose of promoting the rational use of energy; (2) the planning of a prototype community on the island of Crete which was selected as a testing ground because of its potential for sound development relying heavily on alternative energy systems.

The three volumes are:

1. *The Proposed Methodology.*
2. *The Prototype Community: Existing Conditions, Feasibility Analysis and Development Program.*
3. *The Prototype Community: Physical Planning and Energy System Design.*

HITTMAN ASSOCIATES, INC. *Comprehensive Community Energy Planning: A Workbook.* Prepared for the Division of Buildings and Community Systems, U.S. Department of Energy. Three volumes. April 1978. U.S. Department of Energy, Division of Buildings and Community Systems, 20 Massachusetts Avenue, N.W., Washington, D.C. 20545.

The detailed methodology and workbook is intended to help communities develop and evaluate energy conservation programs. Volume I is the main workbook text and detailed procedures for analyzing energy alternatives. Volume II consists of appendices to support the methods offered in Volume I. Volume III contains the worksheets on which to record the data as it is being collected or calculated.

The methodology includes four main phases: community energy audit; formulation of objectives; identification and assessment of alternatives and strategies, and implementation.

PIEDMONT TRIAD COUNCIL OF GOVERNMENTS, NORTH CAROLINA. *Seminar on Energy Conservation Planning.* James S. Roberts Real Estate Research Corporation. March 2, 1978. 177 pp. PTCOG, Four Seasons Offices, 2120 Pinecroft Road, Greenboro, NC 27407.

This report presents a detailed planning methodology in five steps: (1) community energy audit; (2) alternatives and strategies; (3) impact assessment; (4) energy conservation program design, and (5) implementation. Extensive appendices supply some of the data needed and references.

SIZEMORE AND ASSOCIATES. ***Methodology for Energy Management Plans for Small Communities.*** Final Report. (Document No. HCP/M1834-01/UC-95d.). Prepared for Division of Buildings and Community Systems, U.S. Department of Energy. July 1978. 165 pp. National Technical Information Service, Springfield, VA 22161.

The methodology can be used by small communities to prepare energy management plans. It can be readily applied without the need for expensive equipment, data or expertise. It includes detailed flow charts and forms.

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